



Executive Summary

The 2003 legislation establishing the Virginia Information Technologies Agency (VITA) has been characterized, both within and outside of the Commonwealth, as a bold initiative to bring significant efficiencies and service improvements to the state's technology infrastructure.

To support the continuing collaboration between the executive and legislative branches in implementing VITA, Governor Mark R. Warner's Executive Order 50 (03) directs the Agency to prepare quarterly updates of its Master Operating Plan for submission to the General Assembly and public distribution. The Operating Plan includes information on the VITA organization, activities to integrate the IT infrastructure of Executive Branch agencies and their associated IT staffs who are transitioning to VITA, and financial information including rates and charges.

This initial edition of the Operating Plan, submitted in its final form on August 29, 2003, focuses on outlining the essential organization-building activities accomplished to date. Future editions of the Plan, due October 1 and each calendar quarter thereafter, will emphasize schedules and milestones for the various technology and personnel integration activities planned over VITA's legislatively-defined 18 month transition period.

Over the last year, with input from more than 200 individuals within and outside of state government, the VITA Transition Team focused on creating a totally new service organization. Adopting best-in-class practices from both the public and private sectors, emphasis has been placed on standing up an organization that provides consistent, high-quality service delivery. Among the best practices incorporated into VITA and highlighted in the Operating Plan are the following:

- ***Establishing a customer-facing organizational structure.*** From the customer's perspective, the view is of a single point-of-contact. The service structure is further organized by Secretariat to better support similar or related business needs. (See Section 3.)
- ***Defining our value proposition for our customers.*** A successful organization cannot be all things to all people. Like a well-run utility, VITA will support its value proposition of "Operational Excellence" by emphasizing efficiencies in both economies of scale and consistent, repeatable processes. VITA's value proposition means customers can expect VITA services will be provided "just like turning on the lights—it works, it's dependable and on-time, and people jump to take care of what I need fixed." (See Section 2.)
- ***A "people first" approach to establishing a new service organization.*** VITA's projected staff of close to 1,300 individuals will ultimately come from some 50 agencies over an 18-month period. Recognizing that these people are the new agency's most precious asset, VITA is continually communicating information about the transition, seeking input from its stakeholders, and encouraging two-way dialogue. (See Section 6.)
- ***Using defined service metrics (service level agreements).*** As Governor Warner has frequently stated, "that which gets measured gets done." While most state agencies

currently evaluate service provision on a much more informal basis, established service level metrics are a recognized best practice for well-run IT utilities. VITA will work with its customers to define and then meet such metrics. (See Section 3.)

- ***Implementing the Information Technology Infrastructure Library (ITIL) as a framework for managing service delivery and service support.*** ITIL is the most widely accepted approach to IT service management worldwide. It provides comprehensive and consistent best practices, supporting a quality approach for achieving business effectiveness and efficiency in the use of IT. (See Section 4.)
- ***Implementing Information Technology Investment Management (ITIM) as an integrated approach to managing IT investments on a total life cycle basis.*** ITIM uses structured processes to minimize risks and maximize return on investments. (See Section 5.)
- ***Establishing project manager qualification and training requirements for the Commonwealth based on recognized industry standards.*** Successive levels of requirements will be used to appropriately match project managers to larger, more complex projects. (See Section 2.)
- ***Developing a Commonwealth Enterprise Architecture.*** Consistent architectural standards ensure technology decisions are considered in a comprehensive context of both current needs and future directions. (See Section 5.)
- ***Using an Internal Service Fund (ISF) model for financing provided services.*** ISFs have a number of positive attributes that reinforce obtaining the best service value for the dollars spent, directly supporting VITA's above-noted value proposition. (See Section 7.)

Looking forward, the Plan describes a three-step process, team assignments, and schedule for the legislatively defined Phase I transition of Small Agencies (100 staff or fewer) to VITA on or before January 1, 2004. Three waves (groupings) of these agencies are scheduled (see Section 3).

The Plan also outlines the initial infrastructure-related improvement projects in process or to be undertaken shortly. These initial projects are oriented toward providing standard, efficient tools for managing the existing as well as future infrastructure. Six such projects, including anticipated schedules and costs, are described (see Section 4).

Finally the Plan provides rate schedules and estimated revenues by source, as well as VITA's projected budget by organizational unit. VITA's Internal Service Fund revenues for FY 2004 are estimated at \$122.1 million (see Section 7).

Subsequent quarterly editions of the Plan will report on milestones reached in the Phase I transition, as well as further details on Phase II—Medium Agencies (100-400 employees) and Phase III—Large Agencies (greater than 400 employees) as their designated transition periods (January-June 2004 and July-December 2004, respectively) approach.